

**Agency Activity Inventory  
by Agency  
Appropriation Period: FY 2004-05**

**Agency:** R44 - Department of Revenue

**Functional Group:** Regulatory

**1413 Collections**

Collections activities includes enforced collections of delinquent tax and debts of other governmental entities. Collection activities include various automated method of taxpayer identification, assistance and education to reduce the amount and number of outstanding receivables. Additionally, Collection Services utilizes private and federal resources to accomplish these functions. (Title 12)

FY 2004-05					
Total	General Funds	Federal Funds	FM	Other Funds	FTEs
\$7,079,107	\$5,783,707	\$0	No	\$1,295,400	126.30

**Expected Results:**

Improve account selection, Increase methods of filing and payment, Reduce number of assessments/liens issued, Reduce amount of outstanding liabilities, Provide a trained and knowledgeable work force, Number of assessments resolved, Number of liens resolved, Increase number of payment and filing options, Reduce dollars owed state and other entities, Increase collection dollars of Private Collection Agencies

**Outcome Measures:**

Cost of Collections reduced to \$.00678; Dollars collected per filled full time employee exceeded \$10 million, Debt setoff exceeded \$59 million, claimant agencies increased to 93, \$66 million collected in Amnesty program, Enforced Collections exceeded \$300 million; Total collections exceed \$6 billion.

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**1414 Compliance**

The Department's Compliance Activities encompasses all audit and audit related functions. This includes office examination, office audit, field audit (both domestic and non-resident), audit support, and criminal investigations. The audit function begins with the selection of files to be examined and continues through the appeals process and a criminal investigation, if warranted. An examination may take the form of basic error corrections, or may be as complex as the electronic audit of a major multi-state corporation.

FY 2004-05					
Total	General Funds	Federal Funds	FM	Other Funds	FTEs
\$12,742,392	\$10,410,672	\$0	No	\$2,331,720	197.50

**Expected Results:**

Effective and efficient audit coverage in all tax areas, Increase in voluntary compliance, Reduced burden on taxpayers through expanded use of electronic audit techniques, Prompt resolution of protested audits, Identification of potential non-filers through our nexus and discovery activities, Identification and investigation of potential fraudulent filers

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**Outcome Measures:**

\$12 million in Individual Income Tax Non-Filers Collections; 62% decrease in case average audit hours and 198% increase in case; Expanded Nexus/Discovery Auditing: FY99 \$1.5 million collections; FY03 \$7 million collections

**Agency:** R44 - Department of Revenue**Functional Group:** Regulatory**1415 Processing**

The overall processing activity encompasses all activities from the initial forms design through the receipt of the return/payment and/or correspondence to the end point of archival. Within that framework is verification of data, mainframe upload, deposit of revenue, error correction, refund issuance and storage of records. The process can be a fully manual operation with paper archival, a scan/image operation with electronic archival or a fully electronic operation through the Internet or IVR that creates an electronic archival.

FY 2004-05					
Total	General Funds	Federal Funds	FM	Other Funds	FTEs
\$5,191,345	\$4,241,385	\$0	No	\$949,960	133.00

**Expected Results:**

Reduce time to complete process of paper Individual Income Tax (IIT) returns. Reduce the average time to issue refunds for paper IIT returns. Limit the number of sales, withholding, corporate, IIT and motor fuel refunds that take more than 75 days from time of receipt to issuance. Increase annually the total dollars deposited through electronic means. Maintain the level of interest lost due to processing delays. Increase annually the number of sales returns filed electronically. Increase annually the number of IIT returns filed electronically. Increase annually the number of withholding returns filed electronically. Increase annually the number of pages of documents scanned and/or imaged.

**Outcome Measures:**

Completion time for the processing of paper Individual Income Tax (IIT) returns was 14 days less than previous year; 92% of IIT refunds issued within 30 days; Over 1 million IIT returns filed electronically, 14% increase, South Carolina ranked #3 nationally in % of returns filed electronically; over 60% of dollars collected are received electronically; Over 6.6 million returns processed annually, 3 million scanned or imaged.

**Agency:** R44 - Department of Revenue**Functional Group:** Regulatory**1416 Taxpayer Assistance**

Taxpayer Assistance includes the Contact Center as well as Regional and Satellite Offices to provide statutory compliance with registration, licenses, explanation of correspondence/notices and forms. This assistance may be in person or other means of communication and range from general information to complex issues of all taxes or questions concerning other governmental entities.

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FY 2004-05					
Total	General Funds	Federal Funds	FM	Other Funds	FTEs
\$4,247,464	\$3,470,224	\$0	No	\$777,240	81.00

**Expected Results:**

Prompt assistance in person or other means, Trained and knowledgeable work force, Reduce compliance burden on citizens, Increase methods of assistance through technology and taxpayer training, Number of taxpayers assisted, Increase Services Provided, Decrease call wait time, Decrease calls transferred

**Outcome Measures:**

Call wait time averages from 30 seconds in months with approximately 1,000 calls to 2.5 minutes during peak months with approximately 4,000 calls; Business One Stop project begins registering taxpayers, provide web access to information and allows taxpayers to use certain services, such as Alcohol License Renewals, online.

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**Functional Group:** Regulatory

**1417 Legal**

Legal consists of three major areas: litigation, legislative services, and policy. Litigation encompasses all activities related to representing the Department of Revenue's interest in any state or federal court, preparing and issuing Final Agency Determinations, responding to third-party discovery, administering the Department's bankruptcy and foreclosure operations, and helping other Department divisions settle ongoing appeals. Legislative Services encompasses all activities related to the General Assembly. This includes preparation of legislation, tracking legislation, supporting the General Assembly through assistance with constituent support and attendance at committee hearings. Legal also supports the Governor's Office, the Tax Study Committee, and other state agencies relating to legislation (Part IB, 72.32, Sections 12-4-310(2) and 310(3), 11-11-10, and 2-41-50. Policy is responsible for providing the Department of Revenue with a single voice on behalf of the Director regarding the application of revenue laws. (Section 12-4-320(2)).

FY 2004-05					
Total	General Funds	Federal Funds	FM	Other Funds	FTEs
\$1,887,761	\$1,542,321	\$0	No	\$345,440	23.00

**Expected Results:**

Timely prepare and file all necessary legal documents. Formulate and recommend legislation to enhance uniformity, enforcement and administration of the tax laws and secure just taxation and improvements in the system of taxation in a timely manner.

**Outcome Measures:**

Prepared and timely submitted all necessary pleadings, motions, discovery, briefs, and other documents in 64 tax related judicial matters, including matters before the Administrative Law Court. Closed 27 tax cases and 146 regulatory related cases in the Administrative Law Court. Issued 83 tax related and 354 regulatory related Final Agency Determinations. Represented the Department before the Administrative Law Court in two tax related matters concerning proposed regulations. Timely prepared and filed pleadings to protect the Department's interest in 1,183 foreclosure actions. Reviewed and timely objected to 16 third-party subpoenas served on DOR. Timely entered 25,359 bankruptcy petitions, discharges, and dismissals into the Departments Bankruptcy Maintenance System. Timely filed 2,088 Proofs of Claim with the Bankruptcy Court. Eighty percent (80%) of

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tax package passed by the General Assembly. Handled 123 constituent assistance requests. Worked with Streamlining Study Group and Ad Hoc Tax Study Group to provide information, support and assistance needed. Handled 341 Taxpayer Advocate cases. Timely responded to 420 Freedom of Information requests. Wrote and published brochures entitled: Completion of High School Guide, College Tuition Tax Credit Guide, and Moving to South Carolina. Responded to 441 media contacts. Issued 50 news releases. Wrote and issued advisory opinions addressing 734 issues. Reviewed, commented, and sometimes suggested amendment to 320 legislative suggestions. Drafted 171 statutes and regulations. Addressed and resolved 3,869 issues through informal advice.

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### 1418 Property

Responsible (directly or indirectly) for approximately \$ 1,837,000 property tax dollars collected by the counties, schools, and municipalities. This is approximately 1/3 of all property tax dollars collected by counties, schools and municipalities. (Includes appraisal of manufacturing property, valuation of all utility property, valuation of business personal property, vehicle valuations, and calculation of all fee-in-lieu of property) Responsible for calculation of School Index which is factor used to distribute education dollars back to school districts. (approximately \$1,000,000,000 state \$ back to school districts) Responsible for certifying all property tax exemptions for both real and personal property.

FY 2004-05					
Total	General Funds	Federal Funds	FM	Other Funds	FTEs
\$1,887,761	\$1,542,321	\$0	No	\$345,440	29.80

#### Expected Results:

Fair & Equitable assessment of all property under agency jurisdiction , Correct calculation of the Index of Taxpaying Ability, Proper determination of property tax exemptions

#### Outcome Measures:

Timely assessments by agency and counties, Taxpayer and county complaints, appeals cases

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### 1419 Regulatory

The Department has a statutory duty to license and regulate alcoholic beverage activity(see Title 61) and bingo activity (See Title 12, Chapter 21). The Regulatory Division also assesses penalties for violations, and litigates contested cases involving applications and violations.

FY 2004-05					
Total	General Funds	Federal Funds	FM	Other Funds	FTEs
\$943,881	\$771,161	\$0	No	\$172,720	23.10

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**Expected Results:**

Compliance with statutory requirements which will increase public safety, will ensure collection of taxes, and will safeguard bingo receipts due nonprofit organizations.

**Outcome Measures:**

Number of licenses issued; Penalties assessed; number of regulatory litigation cases opened and closed; amount of bingo funds remitted to nonprofit organizations.

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**1420 Technology Services**

Coordinates information technology direction for the agency, Researches and analyzes agency functions and makes recommendations to maximize operational efficiency, Maintains the security of mainframe computer databases, master files and the local area network, Designs, implements and supports the agency's computerized processing functions on the mainframe microcomputer systems, Performs computer audits and tracking of taxes, Maintains voice and data networks, Designs, produces and manages the inventory of forms, Produces statistical, financial and management reports.

FY 2004-05					
Total	General Funds	Federal Funds	FM	Other Funds	FTEs
\$8,494,928	\$6,940,448	\$0	No	\$1,554,480	42.30

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**Expected Results:**

Ongoing support for all computer application systems reflected in availability, reliability, response to update requests, and system performance. Delivery of new applications on-time, on-budget, and to client specifications. Maintenance of a strategic & tactical technology plan in line with agency objectives.

**Outcome Measures:**

\* SC-Business One-Stop - Project Management; programming; overall coordination; New Business Entry Live 3rd Qtr FY '05. \* Data Warehouse - Project Management; programming; technical infrastructure role - First Phase Live 3rd Qtr FY '05. \* Remittance Processing - Project Management; programming; technical infrastructure - 1st Phase FY '05.

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**1421 Administrative Support**

Internal Services include the cost of overall management of the agency, internal audit, accounting, budget, cash management, facilities management, purchasing, personnel, employee training, and quality improvement.

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FY 2004-05					
<b>Total</b>	<b>General Funds</b>	<b>Federal Funds</b>	<b>FM</b>	<b>Other Funds</b>	<b>FTEs</b>
\$4,719,405	\$3,855,805	\$0	No	\$863,600	65.00

**Expected Results:**

Administrative activities support the successful achievement of the agency's mission of collecting revenue through a variety of internal support functions. Customer satisfaction is measured through an annual survey and employee satisfaction is determined through resignations and sick leave usage.

**Outcome Measures:**

Customer expectations of service delivery met 89% of the time; Annual turnover of employees is approximately 4%, Equal Employment Opportunity statistics 96.9% success rate, ranked first among agencies with 501 to 1,000 employees; Awards to Minority Businesses exceeded goal for each quarter.

## AGENCY TOTALS

*Department of Revenue*

<b>TOTAL AGENCY FUNDS</b>	<b>TOTAL GENERAL FUNDS</b>	<b>TOTAL FEDERAL FUNDS</b>	<b>TOTAL OTHER FUNDS</b>	<b>TOTAL FTEs</b>
\$47,194,044	\$38,558,044	\$0	\$8,636,000	721.00